SYNOPSIS

"LEADERSHIP STYLES AND ORGANIZATIONAL EFFEICIENCY OF MANUFACTURING INDUSTRY IN HIMACHAL PRADESH"

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CERTIFICATE-I

This is to certify that the Research Synopsis entitled **"LEADERSHIP STYLES AND ORGANIZATIONAL EFFEICIENCY OF MANUFACTURING INDUSTRY IN HIMACHAL PRADESH"** has been submitted to School of Management, A P GOYAL SHIMLA UNIVERSITY In partial fulfilment of the requirements for the degree of Doctor of Philosophy in Management of this university. To best of my knowledge no part of this research plan has been submitted for any degree or diploma anywhere in or outside India. The academic assistance received during this course of plan, course of literature and sources of literature have been duly acknowledged.

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Certificate –II

This is to certify that the Research Synopsis entitled" **LEADERSHIP STYLES AND ORGANIZATIONAL EFFEICIENCY OF MANUFACTURING INDUSTRY IN HIMACHAL PRADESH"** has been, submitted to School of Management, A P GOYAL SHIMLA UNIVERSITY by Stuti Pandit, Enrollment No.16001734 in partial fulfillment of the requirements for the degree of Doctor of Philosophy in Management of this university. The Research Synopsis has been approved by the Research Development Committee(RDC) in its meeting held on dated 10-7-18.

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"LEADERSHIP STYLES AND ORGANIZATIONAL EFFECIENCY OF MANUFACTURING INDUSTRY IN HIMACHAL PRADESH"

I. Introduction

In the light of ancient times and the assessment of organizations it has been seen that leadership is playing very significant role in achieving goals and outputs. Effective leadership is the ability to achieve organizational and societal goals which is an important part of our society and organizations. In the current years, leadership has engaged as a new effective approach for managing the employees and organization at large. The traditional concept of personnel administration has gradually substituted with the human resource management. Effects of leadership styles on business financial performance have been recognized in academia by (Tran & Philipp, 2010), which affects financial performance ratio. Today leaders face the challenge of recruiting and holding on to competent employees in organizations. Transformational leadership influences the essential attitudes and conventions of an organization's members, creating a common mentality to achieve organizational goals. This leadership style usually generates higher performance than transactional leadership (Bass and Avolio, 2000). Leaders' acuities of these strategic variables are critical to motivating organizational performance. They play a vital role in advising and molding these variables by determining the types of behavior anticipated and supported. Finally, transformational leadership usually affects innovative behavior. Through knowledgeable motivation and individualized consideration, transformational leaders generate different ways of thinking, seeking new opportunities or finding the solution to the problems, experimental thought processes to do better decision making for the organization and the employees.

II. Review of literature

Danisman. S,&Tosuntas. B.S (2015) opined that the random effect model of leadership has a medium level effect on organizational performance& it was found that leadership style/method and publication year were moderator variables.

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Alsabbagh. M,& Khalil A.B.H (2016) studied the Influence of Leadership styles on administrativeculture in the public and private campuses in Damascus. According to (Bass & Avolio, 2004) two methods were used in this study; scale to measure the Leadership Styles and (Jerez-Gomez et al, 2005) scale to measure the organizational learningas a transactional leadership dimension on organizational learning, and a significant impact of Personalized as a transformational leadership measurement on organizational learning.

Ahmed. M,&Mohamad. SM (2015) explored through their studies the interaction between three constructs: leadership style, organizational culture, and organizational learning capacity. Significant correlations were obtained between transformational and transactional leadership style and organizational learning capacity dimensions. Finally, scholar suggested to Egyptian leaders and decision makers the leadership style which enhances the learning capacity in higher education institutes.

Rijal. S (2010)studied the transformational leadership and organizational culture as important factors that influence the development of learning organization This study indicates transformational leadership and organizational culture have a positive influence in the development of learning organization.

Tatlah.A.I,& Iqbal. M.Z(2012)focused on leadership and school effectiveness in terms of its academic achievement. They found that there are no significant studies looking at the relationship of school leader's leadership with school effectiveness. The coreprinciple of the study is that school factors basically depends upon different styles of leadership which is implemented by the principals with reference to gender. This article draws on leadership theory to examine the connection between leading styles of school leaders towards learning outcomes of the schools. The study under discussion is a co-relational research for which a survey was conducted through two questionnaires. Analysis was conducted on the sample of

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300 male and female headteachers, deputy headteachers and senior teachers, and students in the province of Punjab in Pakistan. The studydiscloses that, the significant factor responsible for affecting the achievement of the school is the degree to which principal adopt the selling leadership style.

Jahaj.L,;Demiri.V;Maxhari.H, and Velin L(2017) stated in his study that The Leadership style is the most prevalent factors that influence employees' attitudes and behaviors including organizational commitment. Organizations need employees who are committed in their work so that they can help to achieve the goals and compete with the competitors in the market place. The main target is how the HR managers shortlist such kind of employees and satisfy their needs so that they are full devoted towards the company. This study is planned to identify which leadership style achieves positive influence on employee's performance.

Lee.C (2013) opined in his study to verify the effects of school administrators' leadership styles with organizational commitment and organizational change being the mediators. A questionnaire-based survey was conducted on full-time teachers holding lecturer or higher-level positions at a Taiwanese technological university. After using simple random sampling to yield knowledge from the population and sending out copies of questionnaire via mail, convenience sampling was adopted to avoid excessively low response rates.

Iqbal.T (2011) in his studies analyzed the relationship between leadership styles and organizational effectiveness of IT firms in Karachi and he had noticed that leadership style affects the effectiveness of IT organization. The leaders who are dictator, self-governing, have a tremendous impact on organizational effectiveness.

Dictator and visionary styles influence positively, whereas others negatively. The visionary or transformational style yield most organizational effectiveness. So, this is the best style to be used.

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The different dimensions used to define organizational effectiveness in IT industry are employee morale, organizations competitive position, customer satisfaction, management satisfaction, ability to introduce organizational change, market share of the firm.

It is better to use transformational leadership style in most cases but sometimes autocratic style can also be used. Autocratic leadership style should be used when the employee is young/fresh in the industry. They actually need direct guidance and concrete explanation about task.

Malhotra. M, & Budhiraja.S (2017) in his studies attempted to investigate the relationship between perceived leadership style and organizational effectiveness amongst middle level managers of two service sector industries in India. Information Technology (IT) and Banking Industry have been taken-up for the study considering them as the most prominent component of Indian service sector and the study confirm the relationship between leadership style and organizational effectiveness. There is a larger effect of perceived participative leadership style on organizational effectiveness in comparison to the instrumental and supportive leadership style.

Shoraj. D (2017) through his Study demonstrated the relationship existing between the leadership style and organizational effectiveness and Bass &Avolio (1994), represented by the transactional, transformational and laissez-faire style. Impact and behavior of employees' motivation, increases business incomes and lastly on the improvement of organizational effectiveness.

Aldaibat. B (2017) studies the impact of leadership styles on organizational commitment at Jordanian banks. He developed a questionnaire for the discovery of leadership styles dimensions and the level of organizational commitment. The result of this study was evaluation of employees at Jordanian banks towards leadership styles were moderate. The

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arithmetic mean of the evaluations of employees at Jordanian banks towards organizational commitment were modest. Regression outcomesshows that there is statistically important effect for leadership styles on organizational commitment & transformational leadership style influence comes first concerning the size of the effect at Jordanian banks.

Karavelioglu.AM (2014) studied the leadership styles among managers at functional levels and the mangers have the task-oriented leadership style. The older managers were found to be less task oriented whereas the new generation was found to be more task-oriented leaders especially female employees. This study makes useful contributions to the current knowledge base and the related industry by completelycreating a new model for the small island economies.

Hee.C.D,& Kwan. L.Y(2016) in his research work showed ways Korea's top-class hotels can improve their global competitiveness, using as a model the developmental process of hotel leadership in the US. They conducted an expert opinion survey on hotel leaders in Korea and the US and explored the differences between their perceptions of emotional leadership and servant leadership and ways to improve organizational performance. We also conducted a quantitative study involving employees of Korea's top-class hotels to investigate the effect of emotional and servant leadership styles on job satisfaction, innovative behavior, and customer orientation. The results recommend to improve job satisfaction, respect for values and support for growth under employer leadership. To enhance customer orientation, respect for values and support for growth should be focused on. Therefore, we can state that to improve customer orientation, job satisfaction and innovative behavior plays an important role.

Udchachone.S,&ZumitZawan. V (2014) in his study proposed that rapidly changing business environment, organisations call for managers capable of adopting innovative knowledge to

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participate in the digital era. In this research, it has discovered the relationship between the demographics of respondents, leadership styles, organizational innovation, and organizational performance. The findings indicate that leadership styles and organizational innovation are associated with organizational performance. In addition, results show that the association between leadership styles and organizational performance is mediated by the organizational innovation. Recommendations for future research and implementation are also discussed.

Xuan. T(2017) in his studies proposed Transformational leadership and longer-tenured CEOs with high power and affiliation motives are associated with return on equity (ROE) whereas transactional leadership and older CEOs with high achievement motive affect return on assets (ROA). The research opens a new method to measure the vision statements using LIWC.

Tsai.C.W (2008) stated in his studies International tourist hotels play important roles in the service industry and have to constantly improve their competitiveness. They need to provide their customers with consistently high service quality in order to satisfy them. The employees of the international tourist hotels are the most important links in the service delivery chain because they are in direct contact with their customers. Employees ethics & morale affects customer satisfaction.The managers of the international tourist hotels need to nurture good relations with their internal staff. Previous research identifies many factors affecting the satisfaction of employees and it has been observed that such factors are absent in tourism industry especially in hotel industry. This research opines the relationship between the style of managerial leadership and employee's job satisfaction in the hospitality industry. After literature reviewing, empirical model and hypotheses are established. The study employs the questionnaires to conduct an investigation for employees in international tourist hotels so as to collect information. This research surveys 500 employees in international tourist hotels by questionnaire. A total of 300 questionnaires were returned (73 percent). Through parallel analysis, this research realizes that employees are more satisfied under consideration-style-

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leadership than construction-style-leadership. After controlling for differences in salary, employees appear to prefer consideration-style-leadership. No matter what the leadership style is, employees' job satisfaction does not relate towards their colleagues because employees have different acuities on work, salary, and overall satisfaction depending on their education level and seniority. The findings in this research expand the knowledge of human resource management and provide some practical suggestions to managers. The study provides a mechanism by which hoteliers can obtain feedback from employees about leadership styles. Such feedback can then serve as the basis for further development of leadership theory across disciplines. This study provides a guide to the preparation of supervisor in the hotel industry as effective leaders for the dynamic environment of the future. This study also provides a basis for informing developers of leadership training programs that can lead to improved hospitality academic leadership.

Channar.Z A,& Bukhari. A(2016) studied that the effects of leadership qualities on organizational performance in medical sector. The main objective of this study was to observe the effect of leadership qualities and behavior on performance of hospitals. Transformational leadership performancetraits measured relevantly in the study was leaders'magnetism, and inspirational motivation and satisfaction among the individual. Transactional leadership traits and performanceresults incentive or rewards and loyalty among the employees. In this study they adapt a survey questionnaire and employed evaluative quantitative analysis method. The result proves that although transformational leadership traits had positive effect on performance but it is insignificant while transactional leadership trait had an important constructive effect on organization and employee's performance. The research also examined that transactional leadership trait was more suitable in encouraging and enhancing performance in hospitals Mah'd. AA, &Alumukhatar.MM (2014) proposed that there are progressive changes in the work of hospital leaders, included

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descriptions of how hospital leader work is perceived in a global context. Hospital leaders have had to respond to new technology, new organizational goals and new challenges. The most effective leaders have responded to the dynamism of the healthcare field by altering their leading skill set. Numerousstudies in the field of leadership found that transformational leadership attributes and behaviors were positively related to organizational outcomes such as teamwork achievement, efficiency, employee satisfaction, promise and extra effort etc. Hence it had been stated that transformational leadership processes have been found to enhance follower's efficiency.

Nurhaslia, &Thahier. R (2016) suggested in their studies A success or failure of an organization is mostly determined by the factor of leadership. Thus, this study purpose is to find the effects of leadership on organizational effectiveness. The research used survey method with associative approach. The population on this study was all employees of Wakatobi District Health Department with 56 respondents in total and they were determined using census sample technique. The data was collected by distributing questionnaires, observations, interviews and document reviews. Data analysis used classical assumption test, multiple regression analysis, and hypothesis test using SPSS. The results show that leadership affects organizational effectiveness in a most significant way. It is showed by regression value that shows the number of F-test as 4,540 > Ftable 2,40 and p-value 0,02 < 0,05). Therefore, we encourage the leaders at Health Department of Wakatobi District to have the ability or behavior, such as: able to determine the organizational direction and goals, decision making, motivate employees, exemplary and have responsibility for the performance.

Abtahni, Azar, &Ardestani (2016) studied that Effective leadership that rises from managerial training courses is highly constructive in managing hospitals more effectively. The main objective of the study is to find the relationship between leadership effectiveness with providing management training courses for hospital executives. Effective leadership

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increases from managerial training which is highly productive in health sector. This study aims at examining the relationship between leadership effectiveness with providing management training courses for hospital executives.

K. Rukamani, M. Ramesh and J. Jayakrishnan proposed in their research study that Leadership has existed for as long as people have interacted, and it is present in all cultures. This study aimed at to know the effect of transformational and transactional leadership style on organizational effectiveness. The researcher used multifactor leadership questionnaire for evaluating leadership style of mangers, who are working in public sector organization, Tamil Nadu, India. 300 managers are approached to collect the information. This research addresses, how important is transformational leadership compared to transactional leadership in public sector organization. The researchers analyzed the data with help of descriptive statistics and multiple regression analysis. The managers have perceived both transformational and transactional leadership style as important in the public-sector organizations, although transformational leadership is considered slightly more important in organizational effectiveness

III. Need of the Study:

The viability of leadership and its effectiveness on organizational performance can be seen in reality while on the other end, researchers refer that there is limited or no effect of leadership at all on organizational output. The truth or reality is somewhere in between these two ideologies. Therefore, truth is between these two facts so researchers address the boundary between them. So far, the literature and researchers in the past have neglected the importance of leadership in decision making or lack of impact of leadership on organizational efficiency. It is evident that although some scholars believe that leadership do influence decision making and its effectiveness in organizational performance while others contradict this belief, making

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comparisons practically impossible. Gaps and unanswered questions still exist. Thus, the proposed study is to explore the relationship between leadership and organizational efficiency thus contributing towards the existing body of knowledge. The need of this study would be to study the impact of leadership styles on motivation and commitment, as an interpreter of group or organizational efficiency of manufacturing industry.

IV Objectives of the Study:

The proposed study includes following objectives:

I. To review the relationship of perceived leadership style with subordinate organizational commitment.

II. To analyze the relationship of perceived leadership style with subordinate extra effort.

III. To examine the relationship of perceived leadership style with subordinate efficiency.

IV. To investigate the relationship of perceived leadership style with subordinate satisfaction.

V. To identify the relationship between leadership styles and organizational efficiency.

V. Hypotheses

The following hypotheses are proposed to be formulated in line with above objectives for the study:

Hypothesis 1: There is no association between leadership style and organizational efficiency.

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Hypothesis 2: There is no relationship between leadership styles and sub ordinate organizational commitment.

Hypothesis 3: There is no relationship between leadership styles and subordinate efficiency.

Hypothesis 4: There is no relationship between leadership styles and subordinate extra effort.

Hypothesis 5: There is no relational between leadership styles and subordinate satisfaction.

VI. Research Methodology:

Research Design and Sampling:

This study will use an exploratory as well as descriptive research design using three independent samples to determine the relationship of transactional, transformational and laissez-faire leadership style with subordinate organizational commitment, extra effort, effectiveness, and satisfaction. As a correlation study, this research will also describe relations between independent variables (idealized influence - attributed, idealized influence - behavior, individual consideration, inspirational motivation, intellectual stimulation, contingent reward, management by exception - active, management by exception - passive) with dependent variables (subordinate organizational commitment, extra effort, effectiveness, and satisfaction). There are three independent variables (a) transactional leadership, (b) transformational leadership, and (c) laissez-faire leadership. There are four dependent variables (a) subordinate organizational commitment, (b) subordinate extra effort, (c) subordinate effectiveness, and (d) subordinate satisfaction. This exploratory study will attempt to establish a relationship between these variables.

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Scope of the Study:

The proposed study includes leadership styles and its impact on organizational efficiency of manufacturing industry in the state of Himachal Pradesh. The sample for the study will include employees working at different levels in selected organizations of manufacturing industry. The survey of the proposed study will be done in the year 2018.

Data Collection:

The data collection for the proposed research will be based on both primary and secondary data. Primary Data will be collected through self-structured questionnaire and face to face interview. Secondary Data will be collected from different sources to review existence of Leadership and Organizational Performance. Magazines, Journals, Websites, Books, Newspapers, Online resources, Blogs, Published and Unpublished source will be scrutinized. The sample size will depend on the different hierarchy followed in the selected organizations and their organizational structure.

Statistical Analysis and Tools:

The study will be analyzed through descriptive and other statistical tools like mean, median mode, standard deviation, correlation, regression, ANNOVA, Chi Square test. Likert Scale etc.

VII Chapterization Scheme

The study will consist of the following chapters:

Chapter 1 : Introduction

Chapter 2 : Review of Literature

Chapter 3 : Relationship between leadership styles and employee efficiency.

Chapter 4 : Relationship between leadership styles and organizational efficiency.

Chapter 5 : Research Design and Methodology

Chapter 6 : Data Analysis and Interpretation

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Chapter 7 : Results and Discussion

Chapter 8 : Conclusion and Recommendations

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